

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2015 / 2016 SESSION

DHR5018 – HUMAN RESOURCE MANAGEMENT

(For Diploma Students Only)

07 MARCH 2016
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **ELEVEN** (11) pages excluding the cover page.
2. Answer **ALL** questions for sections A, B and C.
3. Answers for sections A and B should be shaded on the OMR sheet provided.
4. For section B, shade "A" for **TRUE** and shade "B" for **FALSE**.
5. For section C, please write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1 mark).
Answers for this section should be shaded on the OMR sheet provided.

1. Jane spends most of her time at work establishing goals for her staff of forty employees and developing procedures for various tasks. In which function of the management process does Jane spend most of her time?
 - A. Leading.
 - B. Controlling.
 - C. Organising.
 - D. Planning.
2. _____ is the process of acquiring, training, appraising, and compensating employees, and attending to their labour relations, health and safety, and fairness concerns.
 - A. Labour relations
 - B. Human resource management
 - C. Behavioural management
 - D. Organisational health and safety management
3. John is authorised to direct the work of subordinates and is responsible for accomplishing the organisation's tasks. John is most likely a _____.
 - A. training specialist
 - B. staff manager
 - C. line manager
 - D. recruiter
4. Which term refers to using external vendors to perform HR jobs that were once handled by a firm internally?
 - A. Freelancing.
 - B. Outsourcing.
 - C. Rightsizing.
 - D. Warehousing.
5. _____ is a process involving setting objectives, making forecasts, reviewing alternative courses of action, evaluating options and implementing the plan.
 - A. Managerial planning
 - B. Financial auditing
 - C. Employee testing
 - D. Employee benchmarking

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6. What is a company's plan for how it will match its internal strengths and weaknesses with external opportunities and threats to maintain a competitive advantage?
 - A. Strategic plan.
 - B. Situation analysis.
 - C. SWOT analysis.
 - D. Tactical plan.
7. Which of the following provides a summary of a firm's intended direction and shows, in broad terms, "what we want to become"?
 - A. Mission statement.
 - B. Strategic plan.
 - C. Vision statement.
 - D. Marketing plan.
8. Which of the following terms refers to the quantitative measure of a human resource management yardstick such as employee turnover or qualified applicants per position?
 - A. Human resource audits.
 - B. Human resource metrics.
 - C. Management by objectives.
 - D. Human resource scorecards.
9. Allison, a manager at a large clothing retail store, needs to determine essential duties that have not been assigned to specific employees. Which of the following would most likely provide Allison with this information?
 - A. Work activities.
 - B. Job context.
 - C. Job analysis.
 - D. Performance standards.
10. Which of the following data collection techniques would be most useful when writing a job description for a software engineer?
 - A. Distributing position analysis questionnaires.
 - B. Interviewing employees.
 - C. Analysing organisation charts.
 - D. Developing a job process chart.

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11. All of the following requirements are typically addressed in job specifications **EXCEPT** _____.
- A. desired personality traits
 - B. required education levels
 - C. necessary experience
 - D. working conditions
12. Which of the following indicates the division of work within a firm and the lines of authority and communication?
- A. Process chart.
 - B. Employee matrix.
 - C. Organisation chart.
 - D. Corporate overview.
13. What is the first step in the recruitment and selection process?
- A. Performing initial screening interviews.
 - B. Building a pool of candidates.
 - C. Performing candidate background checks.
 - D. Deciding what positions to be filled.
14. Marcus, a HR manager for Samsung, must decide what positions the firm should fill in the next six months, which means Marcus is currently working on _____.
- A. screening job candidates
 - B. personnel planning
 - C. interviewing job candidates
 - D. writing job descriptions
15. Succession planning requires making forecasts of three elements: _____, develop inside candidates, assess and choose those who will fill the key position.
- A. identify key needs
 - B. job specifications
 - C. global trends
 - D. labour relations
16. What is the primary purpose of an Applicant Tracking System (ATS)?
- A. Sorting resumes based on an applicant's years of work experience.
 - B. Generating advertisements for attracting and gathering applicants.
 - C. Assisting employers in attracting, screening, and managing applicants.
 - D. Assisting recruiters with locating internal applicants for key positions.

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17. Which of the following terms refers to hiring workers who have criminal backgrounds without proper safeguards?
- A. Employment malpractice.
 - B. Negligent hiring.
 - C. Improper hiring.
 - D. Invalid screening.
18. If a person scores a 70 on an intelligence test on one day and scores 110 when retested on another day, you would most likely conclude that this test is _____.
- A. valid
 - B. invalid
 - C. reliable
 - D. unreliable
19. The process of cross-validating a test involves all of the following **EXCEPT** _____.
- A. using a new sample of employees
 - B. administering additional tests
 - C. evaluating the relationship between scores and performance
 - D. developing and analysing a scatter plot of scores versus performance
20. What is the type of interview which lists the questions ahead of time?
- A. Structured interviews.
 - B. Unstructured interviews.
 - C. Situational interviews.
 - D. Behavioural interviews.
21. What type of interview would most likely include the statement, "Tell me about a time when you worked successfully in a team environment"?
- A. Situational.
 - B. Behavioural.
 - C. Puzzle.
 - D. Stress.

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22. Kevin is interviewing for a position as a public relations specialist in a communication firm. He first meets with the HR manager. Afterwards, he meets with the department manager. Finally, he meets with the company president. Kevin is most likely experiencing a _____ interview.
- A. board
 - B. panel
 - C. serial
 - D. mass
23. On Alicia's first day of work at a software firm, she attended a meeting with HR manager and other new employees. Alicia learned about employee benefits packages, personnel policies, and the structure of the company. In which of the following did Alicia most likely participate?
- A. Recruitment.
 - B. Selection.
 - C. Orientation.
 - D. Development.
24. Tyler, a new accounts representative at Martin Marketing, is learning the job by actually doing job-related tasks such as contacting customers. Tyler is most likely participating in _____.
- A. on-the-job training
 - B. socialisation
 - C. social learning
 - D. modeling
25. Rebekah was hired soon after graduation and assigned to complete a management trainee program. She will move to various jobs each month for a nine-month period time. Her employer is utilising the _____ form of training.
- A. job rotation
 - B. understudy
 - C. job expansion
 - D. informal learning

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26. Which of the following terms refers to the process of evaluating an employee's current and/or past performance relative to his or her performance standards?
- A. Employee selection.
 - B. Performance appraisal.
 - C. Employee orientation.
 - D. Organisational development.
27. What is the first step of any performance appraisal?
- A. Giving feedback.
 - B. Setting work standards.
 - C. Making plans to provide training.
 - D. Assessing the employee's performance.
28. The continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning their performance with the organisation's goals is known as _____.
- A. strategic management
 - B. performance analysis
 - C. performance appraisal
 - D. performance management
29. Which of the following terms refers to all forms of pay or rewards going to employees and arising from their employment?
- A. Salary.
 - B. Employee benefits.
 - C. Wage reimbursement.
 - D. Employee compensation.
30. John is a sales representative in a jewellery store. He typically works 40 hours per week and his pay is completely based on his sales. He earns a 5% commission for every sale he makes. Which of the following terms best describes John's situation?
- A. Performance-based compensation.
 - B. Indirect financial compensation.
 - C. Time-based compensation.
 - D. Piecework pay.

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31. What theory of motivation states that people are strongly motivated to maintain a balance between what they perceive as their contributions and their rewards?
- A. Two-factor theory.
 - B. Equity theory.
 - C. Learned needs theory.
 - D. Expectancy theory.
32. Which of the following terms refers to financial rewards paid to workers whose production exceeds some predetermined standard?
- A. Indirect financial payments.
 - B. Merit payments.
 - C. Hardship allowances.
 - D. Financial incentives.
33. Which of the following is a **TRUE** statement about Herzberg's Hygiene-Motivator theory?
- A. Highly motivated workers rely equally on lower-level and higher-level needs.
 - B. Assigning workers to teams can eliminate job-associated stress and frustration.
 - C. Providing employees with feedback and challenge satisfies their lower-level needs.
 - D. Managers can create a self-motivated workforce by providing feedback and recognition.
34. The perceived relationship between successful performance and obtaining the reward is referred to by Vroom as _____.
- A. instrumentality
 - B. valence
 - C. expectancy
 - D. optimism
35. Which of the following provides pay to an employee when he or she is temporarily out of work because of illness?
- A. Sick leave.
 - B. Severance pay.
 - C. Supplemental pay.
 - D. Workers' compensation.

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36. Rita was terminated from her position as an accounts manager with Carson Financial, Inc. On her last day at work, Rita received a check for RM 3,500. Which of the following did Rita most likely receive from Carson Financial?
- A. Merit pay.
 - B. Annual bonus.
 - C. Severance pay.
 - D. Performance pay.
37. Elizabeth works at an auto manufacturing firm that recently shut down for five weeks to change machinery. However, during the shutdown, Elizabeth was able to maintain her standard of living because of the firm's _____.
- A. supplemental unemployment benefits
 - B. workers' compensation insurance
 - C. disability insurance
 - D. severance pay
38. Marie is an Italian executive working in a manufacturing plant in Siena, Italy that is owned by a parent company based in Singapore. Marie is a _____.
- A. local
 - B. expatriate
 - C. third-country national
 - D. home-country national
39. Call centers that service customers for firms like software and computer hardware companies are increasingly using employees in India to staff the telephones. This is an example of _____.
- A. outsourcing
 - B. offshoring
 - C. downsizing
 - D. international staffing
40. Which of the following terms refers to the belief that home country attitudes, management style, knowledge, evaluation criteria, and managers are superior to anything the host country has to offer?
- A. Polycentric.
 - B. Ethnocentric.
 - C. Geocentric.
 - D. Monocentric.

[TOTAL 40 MARKS]

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SECTION B: TRUE/FALSE QUESTIONS (each question carries 1 mark).**Answers for this section should be shaded on the OMR sheet provided.****Shade "A" for the TRUE statement and "B" for the FALSE statement.**

41. Setting standards such as sales quotas, quality standards, or production levels is part of the leading function of human resource management.
42. Transactional HR groups focus on assisting top management in big picture issues such as developing a firm's long-term strategic plan.
43. A vertical integration strategy means that a firm will expand by adding new product lines.
44. Strategic human resource management means formulating and executing HR systems that produce the employee competencies and behaviours a firm needs to achieve its strategic aims.
45. Conducting job analysis is the sole responsibility of the HR specialist.
46. Effective talent management focuses on developing employee competencies that align with strategic goals.
47. Publicising an open job to employees through a firm's intranet or bulletin board is known as job posting.
48. Cognitive tests include assessments of general reasoning ability and of specific mental abilities like memory and inductive reasoning.
49. Selection tests should be used as supplements to other tools like interviews and background checks.
50. The interview is the most widely used personnel selection procedure.
51. Nondirective interviews follow no set format so the interviewer can ask follow-up questions and pursue points of interest as they develop.
52. According to Lewin's change process, unfreezing involves developing new behaviours, values, and attitudes through organisational development methods such as team building.
53. In order to ensure that performance appraisals are effective, Felicia, a line supervisor, should make sure to schedule a feedback session to address each subordinate's performance, progress, and future development plans.
54. During an exit interview, a supervisor and a subordinate review the appraisal and make plans to correct deficiencies and reinforce strengths.

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55. Large corporations are more likely compared to small businesses in using a market-based approach to setting pay rates because it is easier for a large firm to conduct formal job evaluations.
56. Annual bonus plans are long-term incentives, and stock options are short-term incentives.
57. An effective incentive plan involves gathering evidence and evaluating the long-term effects on employee performance.
58. Disability insurance provides income protection for salary loss due to illness or accident.
59. When groups of employees accept a temporary reduction in work hours in order to prevent layoffs, the employees are involved in job sharing.
60. Roberta is an Italian citizen who spent a great deal of time during her childhood in England. She now works in Brazil as an HR manager for a British company. Roberta is best described as a third-country national.

[TOTAL 20 MARKS]

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SECTION C: STRUCTURED QUESTIONS (Total 40 marks).**Answer ALL questions. Answers should be written on the answer booklet provided.****QUESTION 1**

For any business the corporate strategy answers the question, 'What business will we be in?' List and explain **FIVE (5)** types of corporate strategies.

(10 marks)

QUESTION 2

- (a) There are various methods for collecting job analysis information. List **TWO (2)** advantages and any **TWO (2)** disadvantages of the observation method for collecting job analysis information.

(4 marks)

- (b) The information in a job description is used to write a job specification. List down any **SIX (6)** sections that involved in writing a job description.

(6 marks)

QUESTION 3

Managers conduct interview sessions to select the appropriate candidate for the available job position in the company. It is important to conduct a systematic and effective interview session to select the most appropriate candidate.

List **EIGHT (8)** steps that are involved in making interviews more systematic and effective.

(8 marks)

QUESTION 4

- (a) Training means giving new or current employees the skills they need to perform their jobs. Training is a hallmark of good management. Employers today must make sure that their training programs are supporting their firms' strategic goals.

List and describe **FIVE (5)** steps of training programs.

(10 marks)

- (b) There are two types of training needs analysis. List **TWO (2)** types of training needs analysis.

(2 marks)

[TOTAL 40 MARKS]

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